



United States Navy Senior Enlisted Academy (SEA)

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Getting Started

This **Syllabus v3.1** describes the Senior Enlisted Academy course for military senior enlisted leaders. Students should Register for an account in Empower, and then selected a specific class (e.g., SEA-220). Each class is broken into smaller groups, with each group identified by a color. SEA Classes will have up to nine “color” groups (*Blue, Brown, Gold, Gray, Green, Khaki, Orange, Purple, and Red*) with dedicated military and adjunct Faculty Advisors (**FAs**) assigned to each color group.

For issues prior to starting the course in Blackboard, please contact CourseDirector.sea@usnwc.edu or Registration.sea@usnwc.edu as appropriate. However, once a class begins, your primary point of contact for all matters related to the SEA is your Faculty Advisor(s).

Professional Military Education (PME) Course Prerequisite. To establish a common baseline for discussion, students must complete a PME course BEFORE registering for an Empower account. **Either** Navy Primary Professional Military Education (**PPME**) available on NKO **or** Senior Enlisted Joint Professional Military Education (**SEJPME-I/II**) available on JKO meet this requirement. (SEJPME-I is *optional* for International Students regardless of rank.)

For U.S. students only, proof of PME completion is required in the first week of class in Blackboard (Bb). See the [SEA website](#) for further details.

Overview. The Navy Senior Enlisted Academy (SEA) provides senior enlisted leaders education in communication skills, leadership and management, national security affairs, Navy programs, and physical fitness. The SEA is the Navy's only Professional Military Education (**PME**) institute for our senior enlisted force. With a capacity of supporting 1,300 students annually, the SEA is attended by active duty and reserve personnel from the U.S. Navy, Air Force, Army, Army National Guard, Coast Guard, and Marine Corps, as well as International Service partners.

Course Description. This course is comprised of 7-weeks of facilitated Distance Learning (**DL**) followed by 3-weeks of In-Residence (**IR**) * education in Newport, RI. There is one non-academic week between the DL and IR phases, making the course 11 weeks from start to finish. During the DL phase students read, write papers, and interact with instructors and each other via the Naval War College's Blackboard (**Bb**) learning management system. Students can expect approximately **12 to 15 hours of academic work each week** during the 7-week DL phase. All students must attend the DL and IR phases consecutively. The two phases cannot be split up.

* For SELRES only, two classes per year consist of 8-weeks of DL followed by 2-weeks of IR

Course Outcomes. The intent of the SEA curriculum is to promote Senior Enlisted Leaders with the following leader attributes:

- (1) The ability to operate on commander's intent and can enable mission command at all levels.

- (2) The ability to make sound ethical decisions based on the values and standards of the profession of arms.
- (3) The ability to use available resources to enhance the discipline, readiness, resiliency, and health of the total force.
- (4) The ability to anticipate, communicate, and mitigate risks.
- (5) The ability to operate in joint, interagency, intergovernmental, and multinational environments.
- (6) The ability to think critically and develop agile, adaptive leaders.

Distance Learning (DL) Phase

During the DL phase, students complete weekly reading assignments, view lecture materials, and offer key ideas via their Group Discussion Boards on how the readings inform their professional experience. Additionally, students complete several writing assignments in the DL phase. The outlines from these essays are integral to speeches delivered in-residence.

MANDATORY Six Steps to Getting Started. Each week begins on **Monday (0000)** and ends the following **Sunday (2359)**. For orientation purposes, students gain access to the class in Blackboard (**Bb**) Wednesday before the class actually starts. Students should log into Bb, select their class, and select “*** START HERE ***” from the left-hand menu. There they will find the six steps they MUST complete to verify their enrollment in the course*. These six steps give students an overview of the course and culminates with **posting an acknowledgment** in their Color Group Discussion Board.

*** NOTE ***

***Failure to complete these six steps by Wednesday, 2359 ET of Week-1 may result in automatic disenrollment from the course.**

Weekly Format. There is a downloadable Weekly Checklist for each week in Bb. Generally, use the weekend *prior* to complete the readings for the upcoming week. The **TIME** for **ALL deliverables** is **2359 Eastern Time (ET)**. Essays are delivered via **Turnitin** in Blackboard.

*** NOTE ***

Blackboard Calendar is the primary source for individual class assignment due dates.

Major Assignments. Major assignments are due **every Sunday at 2359 ET** throughout the DL phase. The table below is provided for general planning purposes.

Week-1: Class-up Survey	Week-5: Midterm Exam
Week-2: Ethics Essay & Capstone Student Roles	Week-6: Heritage Essay
Week-3: Capstone Outline, Ref Page, and Quiz1	Week-7: Capstone Essay, Core Strengths Assessment, and DL Survey
Week-4: Problem Essay	

*** NOTE ***

APA Style, 6th edition, is required for all written assignments.

Discussion Board (DB) posts. Student answers to all posted discussion board questions are due each week on **Wednesday at 2359 Eastern Time (ET)**. Responses to posted questions are called *Primary Posts*. Additionally, each week students must respond to two different student posts by **Saturday at 2359 ET**. These responses to other student posts are called *Secondary Posts*. All DB posts are graded. See the Discussion Board **Rubric** in Bb for further detail. Pay particular attention to word limits and grading criteria.

Weekly Topics and Requirements.

Week	Topic	Requirements
	START HERE	Complete “*** START HERE *** <i>Six Steps to Getting Started.</i> ” Optional: Download course material.
1	Monday, 0000 ET thru Sunday, 2359 ET Communicating and Writing, & The Profession of Arms Week.	Required (all Study Guides and): <ul style="list-style-type: none"> • Effective Writing Sample Paper (5 pp.) • SCAN Reference material • 3-Part Comms Lecture (11 min.) • 3-Part Comms Tutorial (10 min.) • Word APA Setup (18 min.) • Effective Writing (33 min.) • America’s Military: A Profession of Arms (6 pp.) WED 2359 ET: Post <i>Six-Steps Acknowledgement</i> to <u>Group DB</u> DB Posts: 2 primary* + 2 secondary to <u>Group DB</u> *Week-1 ONLY: primary posts due NLT Saturday 2359 ET Post your Introduction in the <u>Whole-class DB</u> Submit Class-up Survey (delivered separately via email)
2	Monday, 0000 ET thru Sunday, 2359 ET Thinking Strategically & National Power Week	Required (all Study Guides and): <ul style="list-style-type: none"> • The Dynamics of Doctrine (24 pp.) • Joint Pub 1 (2 pp.) • Thinking Strategically (41 min.) • Start with Why (18 min.) • Elements of National Power (16 min.) • National Security Strategy (22 pp.) DB Posts: 2 primary + 2 secondary (graded per Rubric in Bb) Submit Ethics Essay Submit Capstone “ <i>Student Roles</i> ”

Week	Topic	Requirements
3	Monday, 0000 ET thru Sunday, 2359 ET National Defense & Risk Mitigation Week	Required (all Study Guides and): <ul style="list-style-type: none"> National Defense Strategy (17 pp.) National Military Strategy (18 pp.) Command and Force Structure (5 pp.) National Military Organization (27 min) Risk Mitigation (9 pp.) SAPR Narrated pptx (30 min) DB Posts: 2 primary + 2 secondary (graded per Rubric in Bb) Submit Capstone Outline w/Reference Page, Submit Quiz-1
4	Monday, 0000 ET thru Sunday, 2359 ET Navy Week & Commander's Intent	Required (all Study Guides and): <ul style="list-style-type: none"> A Cooperative Strategy for 21st Century Seapower (18 pp.) A Design for Maintaining Maritime Superiority (8 pp.) CJCS Mission Command White Paper (5 pp.) Navy Reserve Force (30 min) DB Posts: 2 primary + 2 secondary (graded per Rubric in Bb) Submit Problem Essay*
5	Monday, 0000 ET thru Sunday, 2359 ET Joint Force Week (Part-1)	Required (all Study Guides and): <ul style="list-style-type: none"> Joint Operation Planning (27 pp.) Red Star over the Pacific (13 pp) NWC Lecture <i>Rise of Chinese Seapower</i> (53 min) Putin's 'Potemkin-Plus' Navy (5 pp.) USAF Service brief (21 min) USMC Service brief (17 min) DB Posts: 2 primary + 2 secondary (graded per Rubric in Bb) Submit Midterm Exam
6	Monday, 0000 ET thru Sunday, 2359 ET Joint Force Week (Part-2)	Required (all Study Guides and): <ul style="list-style-type: none"> North Korea after Kim Jong-il (6 pp.) A Comparative Study (11 pp.) Iran's Next Supreme Leader (11 pp.) NWC Dr. Roehrig: <i>The Korean Peninsula</i> (105 min) NWC Dr. Lane: <i>Iran</i> (55 min) USN Service brief (8 min) USCG Service brief (23 min) DB Posts: 2 primary + 2 secondary (graded per Rubric in Bb) Submit Heritage Essay*

Week	Topic	Requirements
7	Monday, 0000 ET thru Sunday, 2359 ET Core Attributes Week	Required: <ul style="list-style-type: none"> • CPO MVGP PPT (3 pp) • A Design for Maintaining Maritime Superiority (1 pp.) • Navy Ethos (12 min.) • Sailors Creed (16 min.) • Humility in Leadership (61 min.) • Cherry-Halyburton (92 min) DB Posts: 2 primary + 2 secondary (graded per Rubric in Bb) Submit Capstone Essay “Milestone-2” Complete Core Strengths assessment
8	Monday, 0000 ET thru Sunday, 2359 ET **For 2-week In-Residence Course ONLY** Leadership Week	Required: <ul style="list-style-type: none"> • Group Problem Solving (6 pp) • Group Problem Solving PPT (20 min) • Good Order & Discipline (16pp) • Good Order & Discipline PPT (8 min) • Power (17 pp) • Power PPT (18 min) DB Posts: 2 primary + 2 secondary (graded per Rubric in Bb)

* You will use the **outlines** from the *Problem Essay*, *Heritage Essay*, and *Capstone Essay* to produce **speeches** and the Capstone Executive-level brief when in-residence. Bring these papers and outlines to Newport.

Distance Learning Assignments and Grading

DL Phase Assignments	% of Grade
Ethics Essay	Feedback Only
Problem Essay	10%
Heritage Essay	12%
Capstone Essay (<i>Milestone-2</i>)	5%
Quiz-1	Feedback Only
Midterm Exam	5%
Discussion Boards (<i>Week-1</i>)	Feedback Only
Discussion Boards (<i>Weeks 2-7</i>) (<i>2-8 for 2-week IR course</i>)	10%
Total from DL Phase:	42%

NOTE: **Essays, Quiz-1, and Midterm Exam** assignments are **mandatory**, even Feedback Only assignments. *Unless previously arranged with your FA, late* assignments will result in an academic **failure**.

In-Residence Assignments and Grading

IR Phase Assignments	% of Grade
Duties & Responsibilities Brief	Feedback Only
Staff Brief (<i>use outline from Problem essay</i>)	10%
Guest Speaker Brief	10%
Heritage Brief (<i>use outline from Heritage essay</i>)	12%
Capstone Brief (<i>Milestone-3</i>)	5%
Final Exam	15%
Classroom Participation (<i>2% per Week</i>)	6%
Total from IR Phase:	58%

Quiz 1: 10 questions from material covered in Weeks 1-3 in Blackboard.

Midterm Exam: 20 questions from material covered in **Weeks 1-5** in Blackboard.

Final Exam: 30 Questions: 25 questions from Bb Weeks 6-7 (Weeks 6-8 for the SELRES 2-week In-Residence Course ONLY) and all in-residence group room topics, plus 5 questions from Leadership Hall readings.

Grading/Evaluation Standards

Written assignments are graded using the following criteria:

A **“Successful Paper”** is written effectively using APA-6 format, is neat, and shows attention to detail. The sentences are complete, clear, concise, and well-constructed following the “three-part communication model.” It adheres to the Rules of Grammar, word usage, and punctuation. Content should be comprehensive, accurate, and persuasive. The paper also demonstrates an understanding of the relevant subject matter with citations per APA guidelines. The tone of the paper is appropriate to the audience, content, and assignment.

A **“Passing Paper”** may or may not use most of the traits described above. In general, the paper is balanced and the strengths are outweighing the weaknesses, with a small amount of revision necessary.

A **“Poor Paper”** has a bare beginning, the writing does not show control, and the need for revision outweighs the strengths. The paper is ineffective and lacks proper structure, format, and motivation.

*** NOTE ***

Failure to submit an assignment(s) on the assigned date/time may result in administrative and/or disciplinary action(s).

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Student Academic Action Matrix. As senior leaders, we are responsible for our actions. To set clear expectations, the matrix on the following page identifies the action one can expect should assignments not be delivered on time.

ITEM	FAILURE	ACTION REQUIRED	AUTHORITY	REMEDATION	GRADE SHEET/RESULT
GENERAL GUIDANCE					
1st Failure	Failure	Written Counseling	Military FA	As Directed	
2nd Failure	Failure	Written Counseling and ARB	Deputy Director	As Directed	
3rd Failure	Failure	Refer to Director	Director	As Directed	
IN RESIDENCE CHECK-IN					
BCA	Failure	Counseling with Director	Director	N/A	Disenrollment
ACADEMICS					
Ethics Essay (Feedback)	Late	Written Counseling	Military FA	As Directed	1st Failure
Essay (Graded)	< 70%	Written Counseling	Military FA	As Directed	Failure and Pass Remediation (max 70%)
Essay (Graded)	Late	Written Counseling	Military FA	As Directed	Failure (max 70%)
Capstone Essay	< 70%	Verbal Counseling	Military FA	As Directed	Pass Remediation (max 70%)
Disciplinary Review Board	Performance	Written Counseling and DRB	Director	As Directed	Possible Disenrollment
Quiz 1 (Feedback)	Late	Written Counseling	Military FA	None	Failure
Quiz 1 (Feedback)	Incomplete	Written Counseling	Military FA	None	Failure
Midterm Exam (Graded)	< 70%	Written Counseling	Military FA	As Directed	Pass Remediation (max 70%)
Midterm Exam Remediation	<70%	Written Counseling	Military FA	None	Failure (Grade applied to final average)
Speech (Graded)	< 70%	Written Counseling	Military FA	As Directed	Failure and Pass Remediation (max 70%)
Capstone Presentation	< 70%	Verbal Counseling	Military FA	As Directed	Pass Remediation (max 70%)
Final Exam	< 70%	Written Counseling	Director	Determined by Director	Pass Remediation (max 70%)
Final Exam Remediation	< 70%	N/A	Director	None	Disenrollment
DISCUSSION BOARD					
Required Primary/Secondary Posts	First Time Late or <70%	Verbal counseling	Military FA	As Directed	Performanace Documented
Required Primary/Secondary Posts	Second Time Late or <70%	Written counseling	Military FA	As Directed	Performanace Documented
Required Primary/Secondary Posts	Third Time Late or <70%	Failure/ Academic counseling	Military FA	As Directed	Performanace Documented
Required Primary/Secondary Posts	Any further Late or <70%	Failure/ Academic counseling/ARB	Military FA	As Directed	Performanace Documented/Possible Disenrollment

In-Residence (IR) Phase

The IR phase builds on the material covered in the DL phase. For example, the **outlines** from the *Problem Essay*, *Heritage Essay*, and *Capstone Essay* are used to produce **speeches** during the In-Residence phase of the course. The IR methodology includes lectures, seminars, group activities, and physical conditioning. During check-in, students participate in a Body Composition Assessment (BCA) as outlined in OPNAVINST 6110.1(series).

*** NOTE ***

Failure to meet Navy BCA standards will result in immediate disenrollment.

Student Handbook. The student handbook is available on Blackboard and on the SEA webpage. It includes course-related rules, policies, and procedures (e.g., travel, uniforms, etc.) while in Newport, RI. It is your responsibility to become familiar with the material in the student handbook.

Weekly Lessons. The following table lists the topics covered during the IR phase. Due to the dynamic nature of the IR schedule, these topics are grouped academically and do not reflect the order in which they will be taught.

Lessons	Lessons (cont.)
Communications Skills	Military Studies/Operations
2.03 Extemporaneous Speaking (1.5 hrs.)	5.11 CNO Design (1.5 hrs.)
2.03a Impromptu Speaking (1.5 hrs.)	Military Professionalism
2.04 Feedback Skills (2 hrs.)	6.06 USS CONSTITUTION Trip (3 hrs.)
2.05 Coaching, Counseling, Mentoring (1 hr.)	6.09 Values and Ethics (lecture) (1 hr.)
Leadership	6.10 Values and Ethics (activity) (1 hr.)
3.01 Human Behavior & Organization (2 hrs.)	6.13 USS Excellence Case Study (1 hr.)
3.02 Power (2 hrs.)	6.12 USS Go Navy Case Study (1 hr.)
3.04 Good Order & Discipline (2 hrs.)	6.17 USS Integrity Case Study (1 hr.)
3.06 Conflict and Controversy (3 hrs.)	
3.10 Leader Development Planning	Student Speeches/Briefs
3.11 Personal Development Planning	Duties & Responsibilities Speech
3.13 Core Strengths (6.5 hrs.)	Staff Briefs
Organizational Behavior	Guest Speaker Speech
4.02 Org. Communications (3 hrs.)	Military Heritage Speech
4.03 Group Dynamics (2 hrs.)	Capstone Executive-level Brief (Team)
4.04 Group Problem Solving (2 hrs.)	German Navy Brief (1 hr.)
4.05 Organizational Decision Making (2 hrs.)	International Partner Navy Brief(s) (1 hr.)
4.06 Facilitation of Groups (2 hrs.)	

Weekly Schedule. The in-residence schedule includes multiple guest speakers (e.g., President Naval War College, MCPON, and other guests and dignitaries) whose individual calendars drive the weekly academic schedule. Those weekly schedules will be posted in Blackboard once students arrive in Newport, RI. Finally, students gain access to all of the in-residence readings via Blackboard at the beginning of Week-6 in the DL phase.

Academic Code of Conduct

The SEA views academic dishonesty as one of the most serious and egregious offenses that a student can commit and imposes appropriate punitive sanctions on violators. Here are some examples of academic dishonesty. While this is not an all-inclusive list, it provides examples of what our Faculty Advisors look for when grading assignments.

- ***Cheating*** – intentionally using or attempting to use unauthorized materials, information or study aids in an academic exercise. This may include the use of unauthorized aids (notes, texts) or copying from another student’s exam, paper, computer disk, etc.
- ***Fabrication*** – intentional and unauthorized falsification, misrepresentation, or invention of any data, or citation in an academic exercise. Examples may include making up data for a research paper, altering the results of a survey, listing a citation for a source not used, or stating an opinion as a scientifically proven fact.
- ***Plagiarism*** – intentionally representing the words or ideas of another as one’s own in any academic exercise without providing proper documentation of the source by way of a footnote, endnote or intertextual note.
- ***Self-Plagiarism*** – intentionally representing one’s previously submitted work as new material. Do not recycle papers from one class into the next without citing the previous work. Plagiarism detection software (e.g., *Turnitin*) will catch it every time. At the SEA, recycling previous work is not authorized. See APA Sec 6.02 for further discussion on self-plagiarism.
- ***Unauthorized collaboration*** – Students, each claiming sole authorship, submit separate reports, which are substantially similar to one another. While several students may have the same source material, the analysis, interpretation, and reporting of the data must be completed by each individual.
- ***Participation in academically dishonest activities*** – Examples include stealing an exam, using a pre-written paper through mail order or other services, selling, loaning or otherwise distributing materials for the purpose of cheating, plagiarism, or other academically dishonest acts; alteration, theft, forgery, or destruction of the academic work of others.
- ***Facilitating academic dishonesty*** – Examples may include inaccurately listing someone as co-author of the paper who did not contribute, sharing a take-home exam, taking an exam or writing a paper for another student.

A specific intent to deceive does not have to be demonstrated to substantiate instances of plagiarism. Failure to properly credit another’s work through inattention to detail, negligence, ignorance, computer difficulties, or other inadvertent acts does not excuse plagiarism, but may mitigate the Academic Integrity Review Committee’s recommended action.

Students who are unsure whether a certain conduct would constitute plagiarism, cheating, or misrepresentation shall seek the guidance of their Faculty Advisor prior to submitting the assignment or taking the test involved. If written work is submitted which appears to violate this academic code of conduct, the following procedures apply:

- A Faculty Advisor will investigate the matter to determine whether there is substantial evidence of a violation. If warranted, the Faculty Advisor shall present the student with information that supports the alleged violation, and allow the individual an opportunity to comment and/or submit information on the student's behalf. If there is substantial evidence, the Director and Deputy Director of the Navy Senior Enlisted Academy will be notified and the Faculty Advisor will refer the matter to the Academic Integrity Review Committee.
- The Academic Integrity Review Committee will be composed of the Deputy Director and two Faculty Advisors. The Academic Integrity Review Committee will thoroughly review the case, make findings of fact, and recommend appropriate action to the SEA Director. This action may include any or all of the following:
 - a) Lowering of grades on the affected work
 - b) Inclusion of remarks in Performance Information Memorandum
 - c) Letters to appropriate branches of the Service, or governments
 - d) Dismissal from the Navy Senior Enlisted Academy, or
 - e) Referral for disciplinary action under the Uniform Code of Military Justice
- Violations discovered after graduation will be processed similarly and may result in referral of the matter to the current command concerned and, if appropriate, revocation of the Navy Senior Enlisted Academy diploma.
- No adverse action based on a violation of this code may be taken without first advising the individual concerned of the nature of the violation and the information that supports the violation, and allowing the individual to submit information on his/her behalf.
- The Navy Senior Enlisted Academy reserves the right to contact the Naval War College Staff Judge Advocate for advice and to obtain the appropriate rights advisement to use in questioning the student suspected of the academic honor code violation prior to requesting any statement from any individual suspected of a violation.

Surveys

Here are the surveys you can expect during the Distanced Learning (DL) phase:

1. Class-up Survey (gathers demographics for official records)
2. DL Survey (Weeks 1-7)

Survey links are emailed at the beginning of the survey period so students can fill in the survey along the way rather than try to recall everything at the end of the period. The links remain active until the "*Submit Survey*" button at the bottom of the last survey page is selected.

While In-Residence (IR), surveys are submitted weekly. A final Class Closeout survey is sent the week following graduation.

All surveys are due at the end of the period on Sunday, 2359 ET. For your convenience, you will get a system-generated *Reminder* with the survey link on Friday, 0700 ET before a survey is due. Additionally, an *Overdue* notice is sent the day after a survey is due should the student fail to hit the “**Submit Survey**” button at the bottom of the last survey page by the survey due date.

Finally, to verify that a survey has been submitted, click on the survey link again. If the survey has been submitted, you will get a message stating, "You have already submitted a response to this survey." Otherwise, the link will take you to the last page you completed in the survey.

SEA Points of Contact

Should you have any questions and/or need additional information not provided in this syllabus, please feel free to reach out to any of the contacts below:

Director: director.sea@usnwc.edu Office (401) 841-2912 DSN 841-2912	Deputy Director: depdirector.sea@usnwc.edu Office (401) 841-4946 DSN 841-4946
Course Director: coursedirector.sea@usnwc.edu Office (401) 841-4944 DSN 841-4944	Associate Director: associatedirector.sea@usnwc.edu Office (401) 841-2344 DSN 841-2344
Admin/Front Office: administration.sea@usnwc.edu Office (401) 841-4776 DSN 841-4776	Travel/DTS Coordinator: seadtscoordinator@usnwc.edu Office (401) 841-4469 DSN 841-4469

Textbooks (Provided by the SEA when Needed):

- Hamilton, C. (2011). *Communicating for results: A guide for business and the professions* (9th ed.). Boston, MA: Wadsworth.
- Hersey, Paul., Blanchard, Kenneth H., Johnson, Dewey E. (2008). *Management of organizational behavior: Leading human resources*. (9th ed.) Upper Saddle River, NJ: Pearson Prentice Hall.
- Kayser, T. A. (2011). *Mining group gold: How to cash in on the collaborative brain power of a team for innovation and results*. (3rd ed.). New York, NY: McGraw-Hill.
- Locke, E. A. (1999). *The essence of leadership: The four keys to leading successfully*. New York, NY: Lexington Books.
- Maxwell, J. C. (2005). *The 360° leader: Developing your influence from anywhere in the organization*. Nashville, TN: Nelson Business.
- Paul, R. W., & Elder, L. (2002). *Critical thinking: Tools for taking charge of your professional and personal life*. Upper Saddle River, NJ: Pearson Education.
- Publication Manual of the American Psychological Association* (6th ed.). (2009). Washington, DC: American Psychological Association.